



DEPARTMENT OF PUBLIC WORKS

FY 2024 PERFORMANCE PLAN

MARCH 22, 2023

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1 DEPARTMENT OF PUBLIC WORKS

Mission: The mission of the Department of Public Works (DPW) is to provide the highest quality sanitation, parking enforcement, and fleet management services that are both ecologically sound and cost effective.

Services: The Department of Public Works (DPW) provides municipal services to District residents and businesses in two distinct program areas: Solid waste management and parking enforcement. Behind the scenes, DPWs Fleet Management Administration supports all city services by procuring, fueling, and maintaining thousands of District government vehicles from sedans to heavy equipment.

2 PROPOSED 2024 OBJECTIVES

Strategic Objective

Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.

Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety.

Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.

Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia.

Create and maintain a highly efficient, transparent, and responsive District government.

3 PROPOSED 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.		
Operation of District fueling stations and procurement of fuel	Fuel services are provided to all District fleet and DPW acquires and tracks all fuel expended.	Daily Service
Management of scheduled District fleet preventative maintenance	Scheduled fleet maintenance manages and operates the preventative maintenance of all District vehicles supported by DPW. Preventative maintenance is due for most vehicles every 6 months.	Daily Service
Management of unscheduled District fleet repairs	Unscheduled vehicle and equipment repairs manages and operates the ongoing maintenance of all District vehicles supported by DPW. They also manage warranty work and vendor work when necessary.	Daily Service
Manage District fleet consumables and parts	Fleet consumables tracks and buys asset parts and pieces.	Daily Service
Assist District agencies with vehicle acquisition	DPW assists agencies with vehicle acquisition and tracks vehicle age and repair history.	Daily Service
Administrative support of District fleet operations	Fleet administration handles management, software, and contracts and procurement for the fleet division.	Daily Service
Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety.		
Management of Impound Lot	The impound lot stores and disposes of vehicles that have been towed for parking illegally or pose a safety threat.	Daily Service
Abandoned and Dangerous Vehicles	Parking investigates and tows vehicles on public and private property when deemed abandoned or dangerous.	Daily Service
Parking Enforcement	To keep parking efficient, safe, and open to meters, citizens and tourists, parking enforcement officers ticket vehicles parked illegally, issues alerts to MPD for wanted vehicle, manages calls from customers related to parking enforcement, and track Residential Parking Permit Timings.	Daily Service
Booting and Towing	The immobilization and towing of vehicles related to parking enforcement.	Daily Service
Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.		
Management of waste diversion policy efforts	The Office of Waste Diversion researches and implements efforts to reduce the amount of waste going to landfills.	Daily Service
Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia.		

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Operation Title	Operation Description	Type of Operation
Mowing and Landscaping	Solid Waste Management mows, trims, and cleans up the District's public grounds.	Daily Service
Snow Operations	DPW removes snow in 9 of 15 snow zones and manages the overall snow readiness and operational plan.	Daily Service
Waste diversion and disposal	Solid Waste Management manages the waste streams coming in from public areas, private citizens and special events to keep the District clean.	Daily Service
Waste and recycling collections	Solid Waste Management drives trucks to citizens' households to collect trash and recycling on a weekly or bi-weekly basis.	Daily Service
Public space cleaning	Solid Waste Management manages and removes trash from public litter cans and ensures sidewalks and public areas remain clean.	Daily Service
Bulk Collection	Solid Waste Management picks up private citizen's large waste item directly from their home and brings them to the waste transfer stations.	Daily Service
Management of waste transfer stations	Solid Waste Management oversees the waste transfer stations that consume the District's waste and collects and sorts the waste for landfills and recycling plans.	Daily Service
Leaf collection	In the fall, Solid Waste Management tours throughout the city to collect citizen's leaves from their property.	Daily Service
Solid Waste Education and Enforcement (SWEEP)	SWEEP investigates potential sanitation disposal infractions and conducts training and education to inform the public about proper solid waste disposal.	Daily Service

Create and maintain a highly efficient, transparent, and responsive District government.

Human Capital	The Human Capital team manages Human Resources and supports labor relations and employee development.	Daily Service
Communications, Branding, and Education	The Communications team runs the Clearinghouse for public information, supports community meetings and interactions, and creates informational flyers for DPW routine and special activities.	Daily Service
Office of Information Technology Services	OITS supports the entire agency with software acquisition and management as well as data management and analysis.	Daily Service
Process Improvement	The Organizational Effectiveness and Change Management Team within DPW have developed an agency-wide process improvement and "stat" program. This is designed to highlight areas of improvement across the agency, research, and draft recommendations for change.	Daily Service

4 PROPOSED 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Target	FY 2024 Target
Enhance District-wide fleet management systems and services to ensure timely and cost effective availability of vehicles while decreasing our fleet's environmental impact.					
Percent of vehicles in DC fleet that are five years old or younger	Up is Better	49.7%	49.2%	50%	50%
DPW compliance rate for preventive maintenance appointments	Up is Better	84.5%	62.8%	New in 2023	65%
Percent of vehicles in DC fleet that utilize alternative fuel	Up is Better	23.4%	24.8%	20%	20%
Percent of light vehicle maintenance completed within 48 hours	Up is Better	57.8%	65.8%	70%	70%
Ensure access to parking and improve public safety for residents, businesses, and visitors through effective enforcement of parking regulations and enhanced public information and communication about parking and safety.					
Percent of Contested Tickets Dismissed Due to Officer Error	Down is Better	0.8%	0.3%	3%	3%
Parking Enforcement 311 Service Requests Closed within Service Level Agreement	Up is Better	New in 2023	New in 2023	New in 2023	95%
Abandoned Vehicle- Public Property 311 Service Requests Completed within Service Level Agreement	Up is Better	New in 2023	New in 2023	New in 2023	80%
Launch and implement effective strategies and programs designed to reduce waste, increase impact of recycling efforts, and support greater waste diversion.					
Residential Diversion Rate (percent of solid waste recycled, composted, and reused)	Up is Better	23.9%	25.5%	25%	25%
Pounds of refuse (trash) collected per resident served per day	Down is Better	2.3	2.1	2.5	2.5
Residential Recycling Contamination Rate	Down is Better	New in 2022	Not Available	15%	15%
Provide timely, effective, and ecologically sound waste management, snow removal, street and public space cleaning, and landscaping services to enhance cleanliness and safety for residents, businesses, and visitors of the District of Columbia.					
Percent of Missed Trash Collection Households	Down is Better	1.4%	0.2%	2%	2%
Percent of Missed Recycling Collection Households	Down is Better	2.1%	0.1%	2%	2%
Percent of Alley Cleaning Service Requests Completed within Service Level Agreement	Up is Better	62%	56.1%	85%	85%

Key Performance Indicators (*continued*)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Target	FY 2024 Target
Percent of mowing/landscaping routes/locations completed as scheduled	Up is Better	98.1%	99.8%	85%	85%
Percent of residential trash collection routes completed on the scheduled day	Up is Better	98.6%	99.6%	99.8%	99.8%
Percent of residential recycling collection routes completed on scheduled day	Up is Better	97.7%	99.2%	99.8%	99.8%
Create and maintain a highly efficient, transparent, and responsive District government.					
Percent of Agency 311 Service Requests Closed within Service Level Agreements	Up is Better	New in 2023	New in 2023	New in 2023	80%

Workload Measures

Measure	FY 2021	FY 2022
Management of scheduled District fleet preventative maintenance		
Number of preventative maintenance appointments completed	2524	3,604
Management of unscheduled District fleet repairs		
Number of unscheduled fleet repairs completed	15,577	26,839
Abandoned and Dangerous Vehicles		
Number of Abandoned Vehicle Investigations Completed	9355	6,839
Booting and Towing		
Number of vehicles towed	22,664	43,395
Number of vehicles immobilized via booting	1160	9,383
Management of Impound Lot		
Number of Impounded Vehicles Auctioned	110	46
Number of Impounded Vehicles Salvaged	Not Available	Not Available
Parking Enforcement		
Number of parking tickets issued	667,499	1,223,590
Number of wanted vehicle alerts sent to MPD	3183	7,470
Number of Customer Service Calls Received in Parking Enforcement Call Center	84,877	132,810
Number of Residential Parking Permit (RPP) Timings initiated by parking enforcement officials	507,391	1,819,301
Number of Safety Sensitive Rapid Response 311 service requests	Not Available	177
Bulk Collection		
Number of bulk collection service requests closed	70,227	67,625
Number of yard waste service requests closed	Not Available	16,118
Public space cleaning		
Tons of Mechanical Street Sweeping debris Collected	15,220	4,370.1
Number of Alley Cleaning Requests Closed	5418	4,330
Waste and recycling collections		
Tons of recycling collected	28,938.7	24,774.8
Tons of refuse (trash) collected	96,109.1	85,456.6
Number of residents dropping off waste at the transfer stations	56,352	56,115
Total Tons Processed through transfer stations	370,289	303,647.7